STRATEGIC
PLANNING
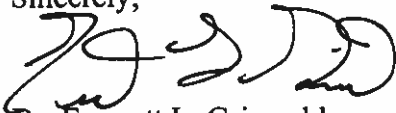## *2023-2026*

ALBANY
Technical College

MESSAGE FROM THE PRESIDENT

Albany Technical College embarked upon developing its Strategic Plan for the FY23-FY26 planning years that will provide direction for future growth and development. During the strategic planning process, the college reviewed its goals and developed strategic initiatives which will have a profound impact on the lives of every student. With the college being the primary provider of career and technical education, adult education, and customized training, business and industry have come to rely upon ATC to meet the demands of an evolving workforce and close the skill gap for Georgians.

This strategic plan was developed with input from a cross-functional team of individuals who are committed to student learning and achievement. Many of our constituents provided invaluable input on strategies to attract individuals to higher education by equipping them with the necessary skills and education that will provide for a better quality of life. These strategies have become the plan of operation to reach the colleges goals.

As we continue to be impacted by the immediate and aftermath of the COVID-19 pandemic, I am confident that ATC will emerge triumphantly and continue to provide a safe and secure learning environment for our students, faculty, and staff. Through continuous planning and evidence-based research, ATC will continue to be a leader in career and technical education, strengthen community partnerships, and remain at the cutting edge of a technologically advanced global society. I am humbly grateful for my leadership team, faculty, staff, and every student that makes Albany Technical College a Great Day to be a Titan!!!

Sincerely,

Dr. Emmett L. Griswold
President

Albany Technical College
Strategic Plan 2023-2026

Background and Introduction

Albany Technical College (ATC) is a unit of the Technical College System of Georgia (TCSG) which is made up of 22 technical colleges throughout the state of Georgia. ATC has a Service Delivery Area (SDA) made up of 7 counties Dougherty, Lee, Terrell, Randolph, Clay, Calhoun, and Baker. The SDA has its set of demographics, economic and social needs, industry requirements, and capabilities. This provides an ongoing challenge to be responsive in ways that evaluate all the factors and use that information to bring about change in our area.

As such, ATC is responsible to the State Board of the Technical College System of Georgia for its operations and practices. There must be alignment between the mission of TCSG and the mission of ATC, as well as alignment between the strategic goals between the two entities.

The mission of TCSG is stated below:

> The mission of the Technical College System of Georgia is to build a well-educated, globally competitive workforce through technical education, adult education, and customized training for Georgia's businesses and industries.

The mission of ATC is given below:

> Albany Technical College (ATC) located in Southwest Georgia, a unit of the Technical College System of Georgia, offers Technical Certificates of Credit, Diplomas, and Associate Degrees. ATC exists to train individuals to meet dynamic workforce needs, promote economic and community growth through the delivery of quality credit instruction, adult education, and customized training using traditional and distance education formats.

ATC's mission fits well into the scope of the entire system of TCSG. Even though our responses to the needs of our area may be different than the responses made in other sections of the state, the responses will fit the specific mission of ATC and support the overall mission of TCSG.

The process of developing ATC's Strategic Plan for 2022-2026 began in the spring of this year. Faculty and staff were asked to evaluate our mission statement to determine if there were changes that needed to be made in its focus and wording. The suggestions were compiled, and faculty and staff were given the opportunity to vote on their choice. Dr. Anthony Parker, then President of Albany Technical College, approved the selection which was then forwarded to the State Board for approval. The format shown above is the Board approved version.

In addition to evaluating the mission statement in preparation for this strategic plan, attention was given to the strategic goals to ensure they are still in alignment with the mission of the college and are still relevant to meeting the needs of our constituents. At the recommendation of Dr. Parker, a 5th strategic goal was added. ATC's five Strategic Goals are as follows.

1. Ensure Student Learning and Achievement

2. Expand Educational Pathways

3. Enhance Sustainability and Operational Efficiencies

4. Strengthen Community Engagement

5. Empower All Employees to Succeed

In the summer of 2022 TCSG presented its overall Strategic Plan for the entire system. In this plan TCSG presented five goals for the system.

1. Increase enrollment globally and in strategic areas

2. Recruit and retain well-qualified faculty and staff

3. Create more partnerships with business and industry

4. Improve retention and graduation rates

5. Increase innovation and research opportunities

To determine if ATC's goals aligned with the goals set forth by TCSG, ATC's senior leadership did a comparison between the two sets of goals. While the wording of the two sets is dissimilar, leadership determined that ATC's goals were a good fit within the total scope of TCSG's goals. In fact, ATC's goals could fit, in some cases, into one or more of TCSG's goals. The following table illustrates this.

TCSG GOAL	ATC GOAL
Increase enrollment globally and in strategic areas	Goal #2 Expand educational Pathways Goal #3 Enhance sustainability and improve Operational Efficiency
Recruit and retain well-qualified faculty and staff	Goal #1 Ensure Student Learning and Achievement Goal #3 Enhance sustainability and Operational efficiencies Goal #4 Strengthen community engagement Goal #5 Empower all employees to succeed
Create more partnerships with business and industry	Goal #1 Ensure student learning and achievement Goal #2 Expand all educational pathways Goal #4 Broaden Community Engagement
Improve retention and graduation rates	Goal #1 Ensure Learning Student and Achievement Goal #2 Expand educational pathways Goal #3 Enhance sustainability and Improve Operational Efficiency
Increase innovation and research opportunities	Goal #2 Expand educational pathways Goal #3 Enhance sustainability and Improve Operational Efficiency Goal #4 Strengthen community engagement

Determining these relationships is necessary for reporting purposes to accreditation bodies as they desire to see the connections between the different aspects of the strategic plan and the governing board that is directing each of the schools within the system.

In the following pages you will see each of ATC's strategic goals, activities undertaken to achieve those goals, a time frame for the goal's completion, and the person responsible for executing the efforts. Also, at the end of the document the risks associated with not meeting these goals will be evaluated.

<u>Goal 1: Ensure Student Learning and Achievement</u>

<u>Strategic Activity/Outcome 1: Program/Course Revisions</u>
To maintain the latest curriculum and technological advances, these programs or courses within the programs will undergo revisions that will maintain best practices and current information.

Program	Deadline for Completion
Law Enforcement	Fall 2023
Early Childhood	Fall 2023
Electrical Construction	Fall 2023
Healthcare Programs	Fall 2023

<u>Strategic Activity/Outcome 2: Cognia Accreditation</u>
ATC is pursuing accreditation from COGNIA for the Academy of Learning and Performance (ALP) at Albany Technical College. This accreditation will provide a recognized high school diploma for students enrolling in the Dual Achievement and Career Plus High School Equivalency (CPH) programs. There are two major steps to this accreditation. The first is the completion of the Candidacy Review and the second is the successful completion Self-Assessment/Engagement Review.

Step	Deadline
Completion of Self-Assessment	January 2023
Completion of Site Visit	May 2023

<u>Strategic Activity/Outcome 3: Development of Personalized Advisory System</u>
ATC will develop a personalized advisory system which will provide each applicant with an advisor (buddy) that will be available to aid with enrollment, financial aid, and registration concerns.

Deadline: May 2023

<u>Strategic Activity/Outcome 4: Use work study students as Navigators.</u>
Monies for this activity is made available through the Federal Work Study program and students may be hired for 20 hours a week at a rate of $12.00 per hour. A job description must be written for the position, applicants must be secured and pass a background check prior to hiring.

Deadline: December 2023

Strategic Activity/Outcome 5: Orientation Link

ATC wants to provide new students with as much information as possible to make the matriculation process manageable for them. A link to an Orientation Video will be made available for each student through Blackboard when they login.

Deadline: January 2023

Strategic Activity/Outcome 6: Utilize Classroom Demonstrations by Industry Leaders

Invite experts in the field to demonstrate critical skills needed for success in the field.

Deadline: May 2023

Strategic Activity/Outcome 7: Teaching Empowering African American Males to Succeed Grant

Increase the number of participants in the activities of the grant by 25% each year for the life of the grant.

Deadline: September 2026

Strategic Activity/Outcome 8: Expansion of Nursing and Related Programs

The expansion of these programs is critical to the mission of the college to provide trained workers for the workforce. The critical shortage of personnel in these fields is still a primary concern for our region and the state of Georgia as a whole. Two possibilities exist for this to occur. 1) The movement of these programs to the new facility at Phoebe Putney Memorial Hospital or 2) the expansion of these programs on ATC's campus. If the first option is not available, the second will be implemented.

Deadline: Fall 2025

Goal 2: Expand Educational Pathways

Strategic Activity/Outcome 1: Increase entry level opportunities in healthcare

ATC recognizes that a crisis exists in every healthcare field due to the shortage of trained individuals in each area. ATC will work with local healthcare institutions to obtain entry level opportunities for our students that will provide them with the opportunities to advance in their education and careers.

Deadline: May 2023

Strategic Activity/Outcome 2: Continue to develop Articulation Agreements
ATC will continue to search for and seek out opportunities to enter into articulation agreements with other colleges and universities that offer a good fit for our associate degree graduates.

Deadline: Ongoing

Goal 3: Enhance Sustainability and Operational Efficiencies

Strategic Activity/Outcome 1: Increase Enrollment to 3500 to Enhance Sustainability and Operations

Each college in TCSG has seen a decline in enrollment over the last several years with the results of RIFs, facilities and equipment not being upgraded, and a reduction in local funds. TCSG has a stated goal for each college of increasing enroll at an annual rate of 3% for the next several years. ATC has determined that a 3% rate of growth will not be enough to provide us with the resources needed to carry out our mission effectively. The fall 2022 semester saw a 9% increase over fall of 2021. The following tables illustrate the outcomes of both increases if the rates remain constant.

3% Rate Increase		9% Rate Increase	
Fall 2022	2570	Fall 2022	2570
Fall 2023	2647	Fall 2023	2801
Fall 2024	2726	Fall 2024	3053
Fall 2025	2808	Fall 2025	3328
Fall 2026	2892	Fall 2026	3627

Establishing goals that can be measured and evaluated is a vital part of strategic planning. ATC has determined that a 9% rate of growth over 5 years is challenging but obtainable. By working incrementally, celebrating each success, and correcting any missteps the goal of 3500 is attainable.

Deadline: Ongoing

Strategic Activity/Outcome 2: Improve Phone System

Individuals who call into ATC using the 3500 number can be provided a menu that should transfer them to the area or person with whom they wish to speak. Many times, they find themselves caught in a continuous loop of transfers resulting in not reaching the desired individual. People become frustrated and give up. Options will be researched ranging from repair to replacement to correct this issue.

Deadline: November 2023

Strategic Activity/Outcome 3: Develop a Friendly/Welcoming Appearance in the Kirkland Reception Area

ATC recognizes that first impressions are very important. An evaluation will be conducted to determine how the reception area in Kirkland can better project a friendly

welcoming environment that responds to the needs of first-time visitors (applicants and guests).

Deadline: May 2023

Strategic Activity/Outcome 4: Target X Training

ATC has been provided with the Target X system that enables us to track and communicate with applicants from the point they apply through the registration process. We have obtained licenses for several individuals to be able to use this system in helping applicants work through the matriculation process successfully. Many of these individuals are unfamiliar with the program and are having difficulty navigating through the system. Additional training is needed to enable individuals to navigate through the process of accessing information, creating reports, and then utilizing that information to assist in growing enrollment.

Deadline: February 2023

Strategic Activity/Outcome 5: Streamline Forms

ATC has a multitude of forms many of which are difficult to follow and use. First time college students have a difficult time following the complexity of the forms, become discouraged, and give-up. Laser Fish is a software which our registrar accesses that can aid in the simplification of these forms. An evaluation will be done to determine which forms need simplification to aid students in navigating through the process to more efficiently and provide the needed information.

Deadline: May 2023

Strategic Activity/Outcome 6: Future Stars

Utilize all marketing platforms to recruit prospective students. Showcase the program goals and career opportunities.

Deadline: May-November 2023

Strategic Activity/Outcome 7: Develop Rack Card

New applicants to ATC need a check list that guides them through the matriculation process. A rack card will be developed to facilitate the process for the students.

Deadline: May 2023

Strategic Activity/Outcome 8: Large Detailed Maps

In high traffic areas in each building locate a large, detailed map of the college so that individuals unfamiliar with the campus can locate the desired area they wish to visit.

Deadline: May 2023

Strategic Activity/Outcome 9: Completion of Fifth-Year Interim Report

ATC is required to make periodic reports to the Southern Association of Colleges and Schools Commission on Colleges. The next major report is the Fifth Year Report which is due to SACSCOC in September of 2026. Institutional Effectiveness will lead the effort to complete this report and will be asking different individuals to participate in the effort.

Deadline: September 15, 2026

Goal 4: Strengthen Community Engagement

Strategic Activity/Outcome 1: Enhance presence at Probe Fairs
ATC recognizes the value of the dual enrollment program where students can complete their high school diploma while completing at least 30 hours of college credit at no cost to parents. Making high school students aware of this opportunity is a necessity. ATC will have a presence at these events across our SDA.

Deadline: May 2023

Strategic Activity/Outcome 2: Increase Marketing Activity
ATC wants to target specific groups of individuals for recruitment. The marketing team will evaluate the different modalities available and develop the most effective strategy for reaching individuals with the message of the opportunities at ATC.

Deadline: May 2023

Strategic Activity/Outcome 3: Increase Recruitment Events
ATC must increase its efforts in recruiting individuals through major events designed to attract individuals. ATC will sponsor events such as Open House, Mock College Day, Car Show, Stem Lab demonstrations to bring individuals to the campus. Each of these events will enable prospects to complete the application process if they so desire.

Deadline: November 2023

Strategic Activity/Outcome 4: Obtain Feedback from our Customers
A person's perception is their reality. ATC wants to determine the perception of those who come to our campus to enroll, participate in an event, or who come to have an issue resolved. ATC will launch a customer feedback program, evaluate the information provided, and make the appropriate changes where necessary.

Deadline: February 2023

Strategic Activity/Outcome 5: Faith-Based Ambassadors
ATC will seek to communicate to all the area faith-based organizations the opportunities that ATC has for students to enhance their education and improve their career opportunities.

Deadline: February-May 2023

Strategic Goal 5: Empower All Employees to Succeed

Strategic Activity/Outcome 1: New-Hire Orientation
ATC recognizes that there will always be new individuals that will be added to the ATC family. A new-hire orientation program will be developed that will acquaint the individuals with the basic information that is needed to get them started on the best footing possible. In addition to the basic human resource forms that an individual must complete, a map of the college will be provided, basic procedures such as marking attendance, turning in grades, the complaint process, the function of each division, etc. will be explained. Also, a list of the commonly used acronyms utilized by ATC will be provided.

Deadline: February 2023

Strategic Activity/Outcome 2: Employee Skills Inventory
ATC has a faculty and staff that are very talented but unfortunately those talents and abilities many times are not known. An employee survey will be conducted annually to obtain information from employees as to those hidden skills.

Deadline: February 2023

Strategic Activity/Outcome 3: Employee of the Year Award
ATC will revive the employee of the year award using the criteria and guidelines that are in place.

Deadline: May 2023

Risks Being Faced

ATC's failure to reach enrollment goals. Since tuition and fees are the primary source of revenue to the college enrollment must be increased to a minimum of 3500 within the timeframe of this strategic plan. The tables in this document present how this can be done incrementally from 2023-2026. Failure to achieve this goal could result in a reduction in funds available to support programs and positions.

The end of CARES funding. In June of 2023 all monies not used for CARES related projects must be returned to the federal government. Positions and subscriptions funded by CARES will have to have another funding source available or will be discontinued.

Recruitment and retention of new employees. There are approximately 25 positions currently open on ATC's campus and Learning Centers. Failure to recruit and retain individuals to these positions will result in our inability to supply well-trained individuals to the workforce.

Underutilization of resources. ATC has been provided with resources such as Target X, Amatrol trainers, eLumen, and other types of equipment used in instruction and administrative processes. Not using these to full advantage can impede our growth and efficiency. Training for our employees must be provided to enable them to upgrade their skills if we are to succeed.

Maintaining regional and programmatic accreditations. The Fifth-Year report is to be presented to SACSCOC no later than September 15, 2026. Delays in implementing eLumen will inhibit the gathering of data needed for this report. To minimize this factor the Director of Academic Technology will continue to work on the process of migrating the data and hopefully ATC will begin implementing this in January of 2023. Specific healthcare programs have programmatic accreditations that vary in dates from licensing agencies. These accreditations are important to ATCs students in that they must secure licensing to be able to practice in their career field.